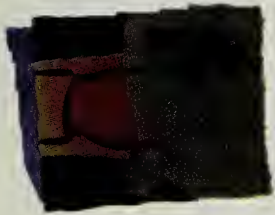


COMPUTERWORLD intranets

THE MANAGER'S GUIDE TO WHAT'S REALLY IMPORTANT

PROJECTS



Lockheed Martin brings intranets to 70,000 global users. Annual savings from policies and procedures: \$600,000.
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IS should own the intranet infrastructure but think twice about content management.
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EXPLAINER



Our exclusive survey finds IS taking a leadership role — especially in intranet funding — but working closely with users.
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ANALYSIS



Role Models IS must lead, not i m p e d e .



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ANALYSIS



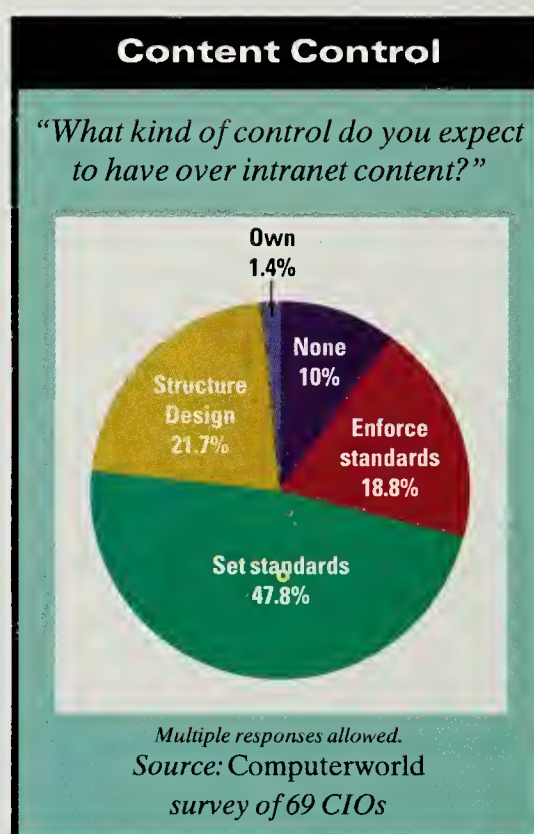
Role Models

BY ROBERT L. SCHEIER

No more Rodney Dangerfield. Done right, intranets can boost respect for IS by making user jobs easier. But there's no single best role for technologists.

Smart approaches stress user enablement and build on IS expertise in the infrastructure of PCs, LANs and client/server. Losing roles: content provider, standards dictator.

Here are three good ways IS can lead — and one to avoid.



Prophet



Role: Stir the waters, teach users to fish.

Example: David Sar-noff Research Center in Princeton, N.J.

Corporate IS provides network backbone, development and publishing tools, and guidelines. User "information content providers" create new intranet-based applications.

"Our strategy is to make people want to use the intranet," says webmaster Joel Ruffin. "Instead of saying, 'We're the champions of this technology,' we say, 'What are your ideas? Let your mind run wild.'"

Possible upsides: Good rapport with users; big kudos for IS if low-cost intranets give competitive edge.

Downside risks: Choosing Web technology platforms that can't scale as business grows; hot seat if efforts fail to boost revenues.

Team Player



Role: Suit up with other functions to help set standards, develop apps.

Example: Health Data Sciences Corp.

IS sits on an eight-member committee that sets the San Bernardino, Calif., company's Web standards and development priorities. Other members are from marketing, product development and human resources. User departments control content.

An IS-developed intranet will serve

as a model for others in the company, says Greg Niemiec, manager of information services.

Upside potential: Good rapport and credibility with users. All sites get a uniform look and feel, thanks to standard Web page model. IS avoids extra headaches because departments control content.

Downside risk: In some organizations, committee management could break down when dealing with bigger, more complex intranets. Departmental intranets can clog networks. Who pays for infrastructure upgrade?

Helping Hand



Role: Support core Web technology, hand out best practices for content.

Example: Weyerhaeuser Co.

Corporate IS takes technical charge of 4,000-user global intranet that provides information on company, customers, competitors and projects. It also sits on a cross-functional team that sets standards for Web technology and content management.

"We make it easy for people to do things in a productive and efficient way, as opposed to controlling or constraining what they do. We encourage the development of [content] standards," says John Anderson, director of technology assessment and planning. "But those aren't IS standards."

Weyerhaeuser splits intranet management roles by classifying content as either "official" or "unofficial." Official content is posted on the companywide server, contains links to other sites within the company and must meet corporate look-and-feel guidelines. Unofficial content appears only on a departmental server and is subject to only departmental review.

Upside potential: IS is seen as an enabler of, not an impediment to, business goals. Empowered, innovative users. IS shares in credit for big boosts in companywide coordination and communications.

Downside risk: Increased IS work-

load if departments refuse to pay for increased support and training. Also, decentralized development can cause headaches with incompatible Web servers and database access middle-ware.

Avoid! Ignored Parent



Role: Slow disciplinarian.

Example: Symix Systems, Inc., a manufacturing and accounting software developer in Columbus, Ohio.

A user department created its own intranet to provide project plans and design requirements to 12 to 15 developers. Reason: Concerns about quick IS delivery and fear of pressure to store pages on corporate server.

Explains Chuck Krisak, development adviser: "Our being able to disseminate information was our problem — not an IT or corporatewide problem. Anything we were going to do to hurt us network [performance]-wise — we were just going to hurt ourselves."

Upside potential: IS stock rises by rescuing failing departmental intranet.

Downside risk: Things work just fine without IS, which erodes technical department's credibility and increases department's isolation.

Scheier is a Computerworld senior editor, management.



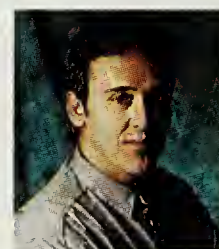
ONLINE

For an expanded version of this article, see our online version at www.computerworld.com/intranets.

Also on the site this month:

- Conference: "Right roles for IS"
- QuickPoll: "Is IS taking back the 'net?'"
- Exclusive CW poll results: Who does what on intranets?
- Helpful resources

Behind the Firewall



Here's a tip: Get to know (and love) your company's knowledge workers.

Within three years,

they — not you — likely will be the biggest power source behind intranet development.

We recently asked 75 senior IS executives: In three years, who will be the source of power behind your push into the intranet? They said:

- CEO 5.7%
- Senior executives 17.1%
- IS 7.1%
- User management 28.6%
- Knowledge workers 41.4%

That's a big shift from 1996 figures: IS, 43.1%; knowledge workers, 26.4%.

Sure, it's just a snapshot of a small group. But I'll bet they're right.

Gain power by giving it away.

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ADVICE



By Collette Coad

Principal, Ernst & Young

Coad heads Ernst & Young's Center for Technology Enablement. The organization has done three dozen intranet/Internet projects for global companies.

ROLES: There are some real challenges here. Most organizations haven't fully wrestled to the ground the question, "Who really should own the content?" Clearly, IS owns the infrastructure.

Many people have placed the webmaster in IS. And the webmaster has a growing responsibility



for content management.

Unfortunately, IT people have never been good at content management. That's not their role. Right now, someone

might make sure some logs are up to date, but more of those pages need to be corrected and updated.

TOOLS: Part of the challenge is that tools for managing intranet and Web content are so few and immature. It's like client/server 10 years ago. Until tools reach maturity, managing the cost and the links is going to outpace what anyone predicted.

We may need a new function that would review new content. Take pricing. Customer service reps need up-to-date price information, and they need to know about sales or promotions. Linking marketing with customer service isn't done today.

You need to manage all that and make sure information is rational, that inappropriate information isn't on the site. Companies are going to have to invest heavily in this kind of activity.

FOCUS: Don't let constant product announcements distract you from the need for a solid infrastructure. Put some stakes in the ground. You'll choose Windows NT or a Sun network operating system, a decision that focuses on what you can do from a Web server and a database perspective. The farther you get from the server, the more difficult it is to make a decision that will last 12 months or more. Put a stake in the ground for core technologies, and refresh on the fringe.

PROJECTS



Lockheed Martin Corp.

Bethesda, Md.

Created by the 1995 merger of Lockheed Corp. and Martin Marietta Corp., it is the nation's largest defense contractor.

Andrea Pair, director of plans, policies and procedures at Enterprise Information Systems Co. (EIS), a division based in Orlando, Fla.:

What they're doing

Using intranets to disseminate information to 70,000 of the company's 190,000 employees. Individual departments and units have their own home pages. "I'd say there are at least 50,000 home pages. We have [internally developed] search engines that will index them for you if you are looking for a particular topic," Pair says.

Costs/Payoffs

Lockheed Martin doesn't have hard cost numbers, but Pair says the EIS WebServ group is spending "about \$50,000" to set up a server that will run Web pages so internal users don't have to buy their own servers.

Other projects are cost-justified on a case-by-case basis. Pair says Lockheed Martin has saved more than \$600,000 per year in paper costs.

Biggest people challenge

Getting upper management comfortable with the idea that employees weren't going to abuse the system. Pair's group has created an educational packet for meetings with executive staff that focuses on basic information and security concerns.

Biggest technology challenge

Security, particularly for Lockheed Martin's energy-oriented units, which are connected to the Department of Defense network. "If we let them in to our intranet, it would mean that everybody in the DOD network would have access to our intranet," Pair says. So Lockheed Martin has, in some instances, given the energy

companies access to a server with a strictly controlled subset of intranet information. For other parts of the company, configuring and outfitting 70,000 PCs with software presents a major challenge.

Tools used

486-class PCs, Macintoshes and Unix boxes, in "various and sundry configurations." Netscape Navigator is the browser.

Next steps

Develop guidelines for Web publication. Look into eliminating all paper forms in favor of making them available through the intranet. Look into using Web technology to create a front end to Lockheed Martin's "heritage" applications.

By Steve Alexander, a freelance writer in Edina, Minn. He can be reached at sorion@ix.netcom.com.

@
ONLINE

For an expanded visit with Pair, see our online version at www.computerworld.com/intranets. Also featured:

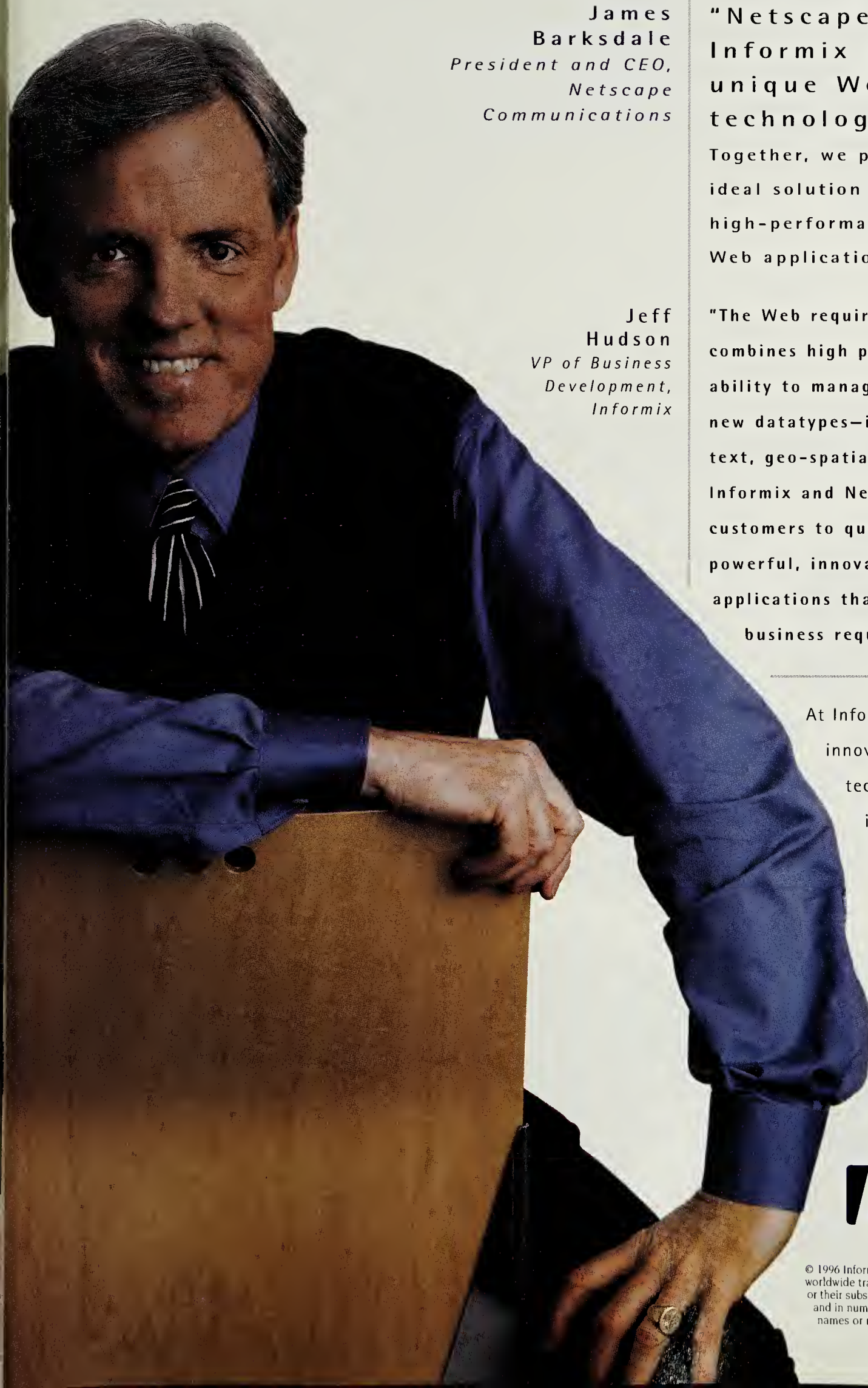
- RealAudio interview: Pair
- Link to Lockheed Martin's home page



LOCKHEED MARTIN'S ANDREA PAIR: "I'd say there are at least 50,000 home pages."

PHOTOGRAPH BY JONATHAN HAYT

Netscape's James Barksdale on Informix.



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*President and CEO,
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Communications*

**Jeff
Hudson**
*VP of Business
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Informix*

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Daily Intranet News Service delivers all the intranet news that's fit to digitize from new

sources in North America and Europe.

Still not enough? Check links to other related sites. Simware, Inc. Details: www.simware.com/news/index.html; phone: (613) 228-5116.

REPORTS

"The Netscape Intranet Vision and Product Roadmap." A clear guide to the Land of a Thousand Releases. Online: home.netscape.com/comprod/at_work/white_paper/intranet/

vision.html. Email: info@netscape.com; phone: (415) 937-2555.

Never one to be intimidated by a big URL, Microsoft Corp. offers its intranet strategy at www.microsoft.com/intranet/documents/msinswp/intranetTOC.htm. And for information on intranets and Office 97, try the links from www.microsoft.com/msoffice/.

EXPLAINER

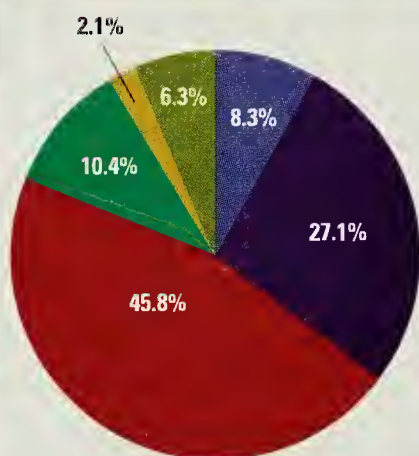


Intranet Roles

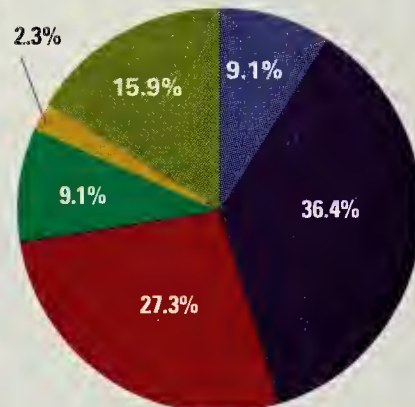
Most organizations are still working out the most effective ways to develop and maintain intranets. In most cases, IS is taking a leadership role but working closely with users.

Computerworld Intranets recently polled 75 CIOs and senior IS executives in leading organizations about intranet roles and responsibilities. Their answers follow.

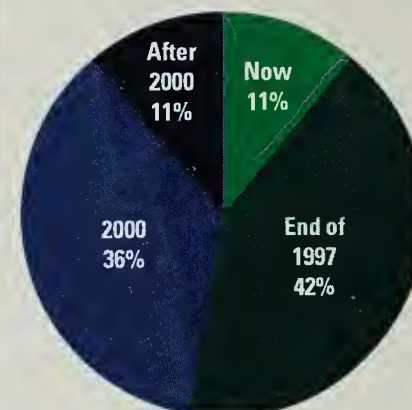
Applications Development



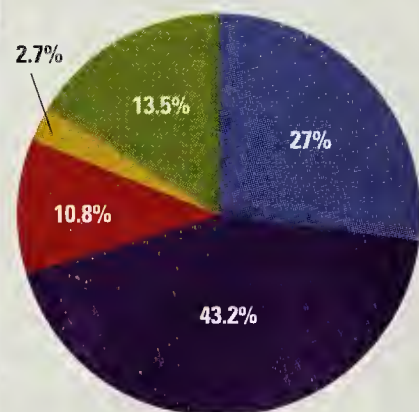
User Skills Development



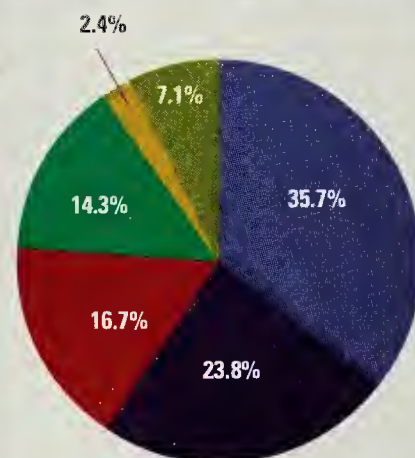
Content Management



Standards and Guidelines



Budgeting and Funding



- IS totally responsible
- IS leads/users assist
- Joint IS/users responsibility
- Users lead, IS assists
- Users totally responsible
- Not being done

Numbers may not total 100% due to rounding.



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